

## Abstracts

### Quantitative Changes in Managerial Positions: Based on Their Number, Promotion Speed and Relative Wage with Respect to Non-Managerial Employees

**Masako Oi** (Kochi Junior College)

This paper identifies changes to the status of managerial employees between 1979 and 2004 in terms of the number of managerial employees, their speed of promotion and their wage differences from that of non-managerial employees. The findings include: 1) While the number of narrowly defined managerial employees in charge of management was approximately 500,000 and remained unchanged until 2000 when a slight decrease started, the number of broadly defined managerial employees (employees with title) among staff workers was 340 million as of 2004 including those who are on the same footing as those in traditional managerial positions. They grew sharply in number between 1979 and 1984 but have remained at the same level thereafter; 2) The speed of promotions to entry-level managerial positions remains unchanged, however, the speed of promotion to department managerial positions slowed down. This would be because the 60-year-old retirement system was widely adopted by companies. 3) The relative wage difference between managerial and non-managerial employees has been narrowing. For the first time, from 1999 through 2004, there was a decrease both in wage and the number of managerial employees in middle-sized companies. This phenomenon suggests there have been some structural changes involving computerization, performance-based personnel evaluation system and workplace's organizational changes.

### Employment Relation of Managerial Employees and Law

**Kenji Takahashi** (Rissho University)

As the corporate labour structure has aged and the number of managerial employees has increased, companies have taken steps to curb wages and wage increases for their middle-aged and older employees. Meanwhile, the restructuring of white-collar workers in the same age bracket following the collapse of the bubble economy prompted changes in the working regulations that have resulted in lower wages. In addition, companies have been shifting from the traditional seniority-based wage system to the merit- and performance-based wage system with a view to raising employees' work motivation. Amidst this situation, it is essential to develop a legal theory that calls for fairness and transparency in the wage system for managerial employees. At the same time, considering the increasing number of legal cases concerning Article 41, Item 2 of the Labour Standards Law that exempts those in managerial positions from coverage under the working-hours regulation, it is necessary to develop a more appropriate exemption system. Thus, there is an urgent need for labour law academics to review an exemption system relevant to ideal working-hours legislation.

### The Recent Changes of Managers and Their Experience of Stress

**Masao Tao** (Kyoto University)

Currently, the roles of managers are changing. They should play an active role, overcoming the passive parts of bureaucratic and mechanistic systems. They should be innovative like entrepreneurs in order to improve effectiveness and to change the existing organizational system. However, such changes in role place a serious burden on them and causes them serious stress. It is very important for them to confront the stress individually. From the viewpoint of human resources management, management should take measures to alleviate stress and help individuals cope with it.

### The Effect that Evaluator's Burden Gives to Evaluation Action

**Osamu Umezaki** (Hosei University) / **Tetsuo Nakashima** (Osaka University)

This article examines various factors that influence evaluators in the evaluation process. With regard to a personnel policy (performance-based system) which is intended to increase evaluation and wage differentials, we have already pointed out that evaluators in line management positions tend to try to narrow the gap, which we attribute to the burdens placed on evaluators in their evaluation activities (evaluator's burden). That is, it is assumed that evaluators alter their evaluation activities in order to avoid criticism from employees. This study analyzes what kinds of burdens evaluators feel during the process and the influences that these burdens have on evaluator's actions based on 1) personnel microdata of certain companies and 2) questionnaires the companies carried out, to understand the reality of evaluation activities. The analysis revealed several facts. Firstly, the evaluation systems are not run as personnel departments had planned them. Although the system requires the evaluator to explain workplace goals to the employee, have a term-end interview before making a performance evaluation and inform the employee of the result, in fact the rate of conducting an interview and informing results are very low. Secondly, while the evaluator tends to feel a heavier time burden when there are many employees to evaluate, even interviews, which are the most time-consuming of the whole process, have not influenced evaluation activities, which indicates that the time burden does not heavily affect the evaluation process. Furthermore, employees with good performance ratings tend to be notified of the results more than those with worse results. This analysis indicates that evaluators find it less stressful to inform highly evaluated employees. However, it also suggests that the psychological burden that causes evaluators to shy away from informing employees of their evaluation results could be reduced depending on their relationships with employees.

### Human Resources Management in the UK Investment Banking Industry: Best Practices Different from Competitors' Practices

**Atsushi Yashiro** (Keio University)

In this paper, we discuss Human Resources Management (hereafter HRM) in the investment banking industry in London. By controlling the industry and location, we clarify the similarities and differences of HRM, that is, whether the HRM of companies competing in the same market (same industry in the same location) tend to converge, or whether considerable differences remain. We compare various investment banks of different national origin in London, namely investment banks with Japanese, UK, US and French parent companies. The primary purpose is to determine which aspects of HRM converge and which aspects remain different, probably due to the home-country effect. Because London has been one of the biggest centers of the financial industry in the world since the 'Big-Bang' in the 1980s and subsequent deregulation of the industry, it is an appropriate location for such a comparison.